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# **Nigeria Reading and Access Research Activity (RARA)**

**Civil Society Organization (CSO)  
Capacity Survey Report**

**December 2015**

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# **Nigeria Reading and Access Research Activity (RARA)**

Civil Society Organization (CSO) Capacity Survey Report

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### 3. List of Acronyms

CAC	Corporate Affairs Commission
CAG	Capacity Assessment Grid
CAII	Campaign against Ignorance and Illiteracy
CCP	capacity competency prioritization
CSM	Capacity Survey Matrix
CRG	Capacity Rating Guide
CRS	Capacity Rating Scale
CRH	Capacity Rating Hierarchy
CSO	civil society organization
CSQ	capacity survey questionnaire
CP	capacity profile
DSM	Department of Social Mobilization
HR	human resources
NEI	Northern Education Initiative
NGO	nongovernmental organization
M&E	monitoring and evaluation
RARA	Reading and Access Research Activity
USAID	United States Agency for International Development

## Executive Summary

The Reading and Access Research Activity (RARA) was implemented on behalf of the United States Agency for International Development (USAID)/Nigeria through services procured under Education Data for Decision Making (EdData) II.

In December 2015, over a period of two weeks, RARA conducted a survey of civil society organizations (CSO) and nongovernmental organizations (NGO) in Bauchi and Sokoto states. The intent of the exercise was to create an index of institutional skillsets for the organizations. The exercise was not meant to also provide administrative or financial capacity-building support. The index of institutional skill sets/capacity is:

1. Financial
2. Management
3. Monitoring and evaluation (M&E)
4. Human resources
5. Programs
6. Administration

RARA initially gathered information from existing sources such as the extensive survey completed by Creative Associates under the Nigeria Northern Education Initiation (NEI) project for the grant program Campaign against Ignorance and Illiteracy (CAII) and the state government registries of CSOs. The RARA research team and each state's Access Technical Working Group (ATWG) formed to support RARA's research activities, compiled a substantial list of CSOs and then shortlisted a total of 25 organizations in each of Bauchi and Sokoto states (*Annex A*). The following criteria were applied to select the organizations to be surveyed:

- CSOs engaged in the education sector
- CSOs registered with the Corporate Affairs Commission (CAC) in Nigeria
- CSOs established, with a minimum of five years of service
- CSOs with focused efforts on primary education
- CSOs with programmatic experience with early childhood care and education
- CSOs with sound financial management practices.
- CSOS that have a fixed state presence

Of the 25 organizations identified in each state, 17 were surveyed in Sokoto, and 19 were reached in Bauchi. The primary reason some organizations did not participate in the survey was that they were not prepared to do so due to key personnel not being available to facilitate the survey.

The survey (*Annex B*) was designed to give each organization a capacity score in the individual capacity areas as well as an overall capacity score as an organization. *Table 1* provides the details on the capacity scale and scores.

**Table 1. CSO Capacity Scale and Scores**

RATING SCORE	CAPACITY STAGES	CAPACITY DESCRIPTORS	CAPACITY RATINGS	RATING CODE	CAPACITY ASSESSMENT GRID
0 - 25	ABSENT	No Source Documentation or Reference Procedure Available	CSO is in the earliest stages of development, i.e., earliest stages of competence or non-existent	0	No clear vision articulated, limited expression, documentation or procedure non-existent. There is a clear need for capacity strengthening.
25 - 50	EMERGING	Non-Standard Documentation or Procedure(s)	CSO is developing some capacity structure i.e. non-standard documentation or procedures are in place e.g. functions inconsistently.	1	Lacks clarity and limited understanding present with emerging competence i.e. documentation and procedures are rarely referred to. Only a basic level of capacity in place.
51 - 100	EXPANDING	Reliable Alternative Documentation or Procedure(s)	CSO has track record of functioning capacity structure with reliable alternative documentation(s) or procedures(s) in place.	2	Clear expressions, documents and procedures are routinely adopted for use i.e. to direct actions and clarify priorities. Documentation and procedures can be scaled up or replicated across multiple project activities. Moderate level of capacity in place.
101 - 150	ESTABLISHED	Official Standard Documentation or Procedure(s)	CSO possesses functional and established standard documentation and procedure processes in place i.e. extensive network systems.	3	Broad application of capacity competence, promotes sustainability, consistently used to direct action and review program activities i.e. creates synergy across projects. Documentation and procedures have been replicated or scaled up for multiple project activities. High level of capacity in place.

Beyond its development of a capacity index of CSOs providing education support in Bauchi and Sokoto states, the survey also highlights each organization's technical area capacity competency or skill set. Therefore the survey serves as both a diagnostic and a prescriptive capacity survey and learning tool.

For example, it may well be that two different CSOs have an overall score of 51–100, in which case such organizations will be designated as “expanding” in terms of their core capacities. On the other hand, their individual scores across the different capacity technical areas will be used to identify the specific capacity that requires priority action, or strengthening to enable such organizations to achieve a higher overall rating score. In which case, CSO (A) may need to prioritize administration and CSO (B) may have to focus on programs, even though both CSOs have achieved the expanding capacity stage.

In using the designed scale the survey results showed that in Bauchi 18 of the 19 organizations surveyed had a rating of Established capacity. In Sokoto only 10 of the 17 organizations surveyed had a rating of Established capacity.

RARA determined that organizations rated Expanding or Established would be acceptable CSOs to approach to support the implementation of future education development initiatives. In Bauchi it was Women Development Association for Self Sustenance (WODASS) that scored the highest with 148 total points. In Sokoto the CSO that scored the highest is Rural Women & Youth Development (RUWOYD)

with 136 overall points. The research team's general observations from the surveys conducted are that many of the CSOs have some difficulty retaining skilled personnel. This can be attributed to the irregularity of programmatic work that is often experienced. Many of the standard operating procedures in the area of financial management practices were those that were introduced by way of the CSO partnering with a international development partner that required specific procedures be followed and trained the CSO staff to meet the operational expectation. This was also the case in the area of monitoring and evaluation.

Further details of the key findings of the survey are provided in *Annex C*, which offers a look at the overall capacity scores for each organization, and *Annex D*, which shows the individual technical capacity scores each CSO received.

## Survey Objectives

The CSO capacity survey was conducted to achieve two main objectives:

1. Develop a Capacity Index of CSOs providing education support in Bauchi and Sokoto states. In doing so the research teams gathered information from existing sources such as the extensive survey completed by Creative Associates under the Nigeria Northern Education Initiation (NEI) project for the grant program Campaign against Ignorance and Illiteracy (CAII) and the state government registries of CSOs.
2. Identify organizations that can support the Nigerian Government in the provision of education or that can support parents to enroll and retain students in school. The identification of viable organizations was made by the administration of an institutional skill set and capacity survey that defined the competence index.

The index of institutional skill sets/capacity is:

1. Financial
2. Management
3. Monitoring and evaluation (M&E)
4. Human resources
5. Programs
6. Administration

Details regarding RARA's data gathering process are provided later in the survey methodology section. The following describes what was assessed in the institutional skill sets.

### Financial Capacity

Organizational systems for financial accountability to propagate the effective use of resources and embed transparency for program activity implementation.

### Programmatic Capacity

Effective and established partnerships and collaborations, portfolio of projects, current sources of funding, and fundraising activities for program sustainability. The survey did not specifically include an assessment on the success of implementation programs.

## M&E Capacity

Effectively document, monitor, assess, and respond to internal as well as external M&E functions to meet donor reporting requirements

## Administrative Capacity

Implement key organizational, programmatic functions for the conduct of general administrative processes.

## Management Capacity

Existing governance structure for program planning, including the incorporation of organization mission statements in the development, as well as review, of strategic plans.

## Human Resources (HR) Capacity

Establishment of updated HR policies, structures, and systems for the fair treatment and development of employees.

RARA developed the Capacity Rating Hierarchy (CRH) to provide a snapshot of the ratings for the CSOs in each capacity competency area (*Table 2*). The table outlines the total maximum score accruable based on the total number of questions contained in the questionnaire.

**Table 2. Capacity Rating Hierarchy**

Capacity Competency Area(s)	Number of Questions	Maximum Score
Financial Competency	21	63
Management Competency	4	12
Administration Competency	5	15
Human Resources Competency	8	24
Programmatic Competency	6	18
Monitoring and Evaluation Competency	6	18
<b>Total</b>	<b>50</b>	<b>150</b>

## Survey Methodology

The CSO capacity survey was conducted in five stages, described below.

### Stage One: Sampling and CSO Selection

Sampling involved the collation of a comprehensive list of CSOs in each state from available records. Selection criteria listed below were applied to develop a sample for conducting the capacity survey:

- CSOs engaged in the education sector
- CSOs registered with the Corporate Affairs Commission (CAC) in Nigeria
- CSOs established, with a minimum of five years of service



- CSOs with focused efforts on primary education
- CSOs with programmatic experience with early childhood care and education
- CSOs with sound financial management practice(s).
- CSOs that maintain a state presence

## Stage Two: Mobilize and Design

At this stage, the capacity survey questionnaire (CSQ) was successfully piloted in five CSOs per state by the access research team. Based on responses received, and a consolidated database, the Capacity Survey Matrix (CSM) was designed and developed to update CSO capacity profiles based on a rating scale for the assignment of values under each capacity category. A review of collated responses from a field test led to revisions adopted in the final design of the survey form.

The survey contained a final list of 50 questions cutting across the six core capacity competency areas. The following sections are included in the CSQ (*Table 3*).

**Table 3. Survey Questionnaire Sections**

Questionnaire Sections	Description
Assessment Criteria	This section highlights a set of assessment criteria, i.e., questions designed to assess each outlined capacity competency area.
Response(s)	Assessors outline the different participant responses to each question in this column.
Supporting Source Documents	The assessors outline the existing source document provided by each CSO for each question contained in the CSQ.
Assigned Rating(s)	Based on the feedback given to each assessment criteria question, and a review of the cited supporting document and verification guide, the assessor will assign a corresponding score to each question using the rating scale, i.e., a score of 0 to 3.
Verification Guide	This section contains a list of suitable supporting documents and probing questions to guide the assessor in the administration of the CSQ, including the assignment of respective score ratings. The verification guide was developed from feedback received during the CSO instrument pilot.

The Capacity Rating Guide (CRG) consists of two main components: the Capacity Rating Scale (CRS) and the Capacity Assessment Grid (CAG). During the administration of the CSQ, the assessors assigned individual ratings to each outlined capacity survey section based on the RARA CRS contained in the CRG (*Tables 4 and 5*).

**Table 4. Capacity Rating Guide**

Components	Description	Application
Capacity Rating Scale (CRS)	The CRS outlines the different capacity stages, assigned capacity rating scheme, and the overall rating score breakdown.  Each capacity stage is tagged to a corresponding overall score for the CSO capacity survey, i.e., capacity descriptor and rating scheme.	The CRS was employed by the assessors during the administration of CSO CSQs. It was used for the assignment of individual rating scores for the different capacity competency areas. An assigned score must correspond to the

Components	Description	Application
		accompanying capacity descriptor and ratings for each category surveyed.
Capacity Assessment Grid (CAG)	<p>The CAG is employed alongside the CRS as a secondary review mechanism for the assignment of respective rating scores across the six capacity competency areas.</p> <p>The CAG triangulates assigned ratings of each capacity entered by the assessors during the questionnaire administration stage of the capacity survey.</p>	The CAG was employed by the M&E Advisor for the review of all administered questionnaires for CSOs in Sokoto and Bauchi states.

### Stage Three: Questionnaire Administration

In preparation for the conduct of the study, RARA developed a field schedule prior to the commencement of data collection. RARA conducted a one-day training for representatives of the Department of Social Mobilization (DSM) who participated in the capacity study, as data collectors, alongside RARA education program coordinators and program officers using the CRG, capacity descriptors, and verification guide contained in the survey form.

The data collection was conducted over a period of two weeks in December 2015. A total of 18 CSOs were covered in Sokoto, and 25 CSOs were reached in Bauchi. Each state team was led by the access research coordinator and was mandated to reach a minimum of two CSOs per day over the two-week period.

**Table 5. Capacity Rating Scale**

Capacity Stages	Overall Rating Score	Capacity Descriptors	Individual Rating Scheme	Capacity Rating Scale
ABSENT	0 - 25	No Source Documentation or Reference Procedure Available	0	CSO is in the earliest stages of development, earliest stages of competence, or non-existent.
EMERGING	26 - 50	Non-Standard Documentation or Procedure(s)	1	CSO is developing some capacity structure, non-standard documentation or procedures are in place; functions inconsistently.
EXPANDING	51 - 100	Reliable Alternative Documentation or Procedure(s)	2	CSO has track record of functioning capacity structure with reliable alternative documentation(s) or procedures(s) in place.
ESTABLISHED	101 - 150	Official Standard Documentation or Procedure(s)	3	CSO possesses functional and established standard documentation and procedure processes in place; it has extensive network systems.

### Stage Four: Data Review, Cleaning, and Entry

This stage involved the review of assigned capacity rating scores for selected CSOs in Sokoto and Bauchi states. Each survey was reviewed to ascertain if the assigned

capacity rating scores for each capacity competency adhered to the scale employed by the respective data assessors. The capacity stages assigned to any assessed CSO not only had to correspond to the overall capacity survey score (i.e., 0–25, 26–50, 51–100, 101–150), but also had to meet the depiction of the capacity descriptors outlined in the individual rating scheme, validated through the CAG (*Table 6*).

**Table 6. Capacity Assessment Grid**

Capacity Stages	Overall Rating Score	Individual Rating Scheme	Capacity Assessment Grid
ABSENT	0 - 25	0	No clear vision articulated with limited expression; documentation or procedure non-existent. There is a clear need for capacity strengthening.
EMERGING	26 - 50	1	Lacks clarity and limited understanding present, with emerging competence; documentation and procedures are rarely referred to. Only a basic level of capacity in place.
EXPANDING	51 - 100	2	Lacks clarity and limited understanding present, with emerging capacity competence. Documentation and procedures can be scaled up or replicated across multiple project activities. Moderate level of capacity in place.
ESTABLISHED	101 - 150	3	Broad application of capacity competence, promotes sustainability, consistently used to direct action and review program activities; creates synergy across projects. Documentation and procedures have been replicated or scaled up for multiple project activities. High level of capacity in place.

### Stage Five: Capacity Competency Prioritization

The CSM works as both a diagnostic and a prescriptive capacity survey and learning tool. The survey was used to develop the CSO Capacity Index and to identify competency areas for capacity development interventions.

For example, two CSOs might have the same overall score rating, but different individual scores in different competency areas. The first may need to prioritize support for human resources, and the second for financial capacity. *Table 7* shows the scoring ranges within each of the 6 capacity areas. Organizations scored differently within each of the capacity technical areas and as such have varying levels of capacity within each. This helps the organization, USAID and state officials to see where needs to be attention given to improve the organizations capacity.

**Table 7. Identifying Priority Capacity Competency**

Capacity Competency	Capacity Stages				Total Score
	0	1	2	3	
Management Capacity	0 – 2	3 – 5	6 – 9	10 – 12	12
Administration Capacity	0 – 2	3 – 5	6 – 9	10 – 15	15

Human Resources Capacity	0 – 5	6 – 12	13 – 19	20 – 24	24
Financial Capacity	0 – 15	16 – 25	26 – 50	51 – 63	63
Programmatic Capacity	0 – 4	5 – 10	11 – 14	15 – 18	18
Monitoring and Evaluation Capacity	0 – 4	5 – 10	11 – 14	15 – 18	18

## Data Management

The data file developed in MS Excel is an organization-level tool developed to survey the core competencies of selected CSOs. The RARA data matrix should be adopted as a learning instrument for capacity strengthening and prioritization and for development of capacity building or organizational strengthening plans. The CSO Capacity Index consists of the nine components outlined in the CSM data file (**Table 8**).

**Table 8. Capacity Survey Matrix**

Components	Description
General Information	This section outlines the different participants involved in the conduct of the CSO capacity survey, including their respective assigned roles.
Guidance Notes	An overview of the stages, methodology, and protocol for the conduct of the CSO capacity survey is outlined in this section.
Capacity Rating Guide	The CRG consists of the Capacity Rating Scale and the Capacity Assessment Grid to be adopted during the conduct of the capacity survey.
Sample CSO Questionnaire	A sample copy of CSO Capacity Survey Questionnaire
List of CSOs	Outlines a list of CSOs that met the selection criteria and participated in the actual capacity survey conducted by RARA
Capacity Ratings	Highlights individual assigned capacity rating scores of CSOs
Capacity Competency Prioritization	This section of the matrix outlines assessed ratings to be used to identify individual CSO competency prioritization areas and identify areas for priority capacity strengthening and development.
Capacity Status	Provides a snapshot of the capacity stages of selected CSOs involved in the capacity survey
Capacity Profile	An overview of selected CSOs in each state

## Annex A. State CSO Lists

### SOKOTO STATE

Name of CSO	Office Address	Name of Contact Person	Area of Focus	Email/Phone Number	Year Established	Registration Status
Hikima Community Organization and Development Initiative (HCOMDI)	No 54 Maikahon Karo Road, behind stadium	Kabiru Aliyu	Center for Education Research and Social Development	<a href="mailto:comdisok@yahoo.ca">comdisok@yahoo.ca</a> 08036131976	2005	CAC 2012
Young and Useful Generation		Odison	Education	07060428582	2009	CAC
Save the Child Initiative (STCI)	No. 4 Sokoto South Quarters, Behind Waziri Junaidu History and Culture Bureau, Unguwar Rogo Area, Sokoto.	Abdulganiyu A. Abubakar	Education and Health	<a href="mailto:stcisokoto@yahoo.co.uk">stcisokoto@yahoo.co.uk</a> 08054517480, 08065585929.	2001	State Government and CAC
Society for Women and Adolescent Health Initiative (SWAHI)	NACRD Bank Building, By-Pass Road, Gidan Dare Sokoto	Abuma Ibrahim	Education, Health, and Community Mobilization	<a href="mailto:abumaibrahim@gmail.com">abumaibrahim@gmail.com</a> <a href="mailto:swahisok@yahoo.com">swahisok@yahoo.com</a> 08087393900	2005	State Government
Life Helpers Initiatives	Goshen Development Center, Eastern By-Pass, Sokoto	Mr. Tayo Fatinikun	Education and Health	<a href="mailto:Lifehelpersinitiative@yahoo.co.uk">Lifehelpersinitiative@yahoo.co.uk</a> 08035049086	2004	State Government and CAC

Name of CSO	Office Address	Name of Contact Person	Area of Focus	Email/Phone Number	Year Established	Registration Status
Islamic Foundation for Peace and Health		Isah Ibrahim Fakai	Education	08034613661	2005	State Government
Nagarta Community Health and Gender Educational Empowerment (NCHANGE)	No 1 Near Tori Lodging Kwannawa, Sokoto	Mohammed Mainasara	Education and Health	<a href="mailto:Mainasara4all@yahoo.com">Mainasara4all@yahoo.com</a> Changesokoto@yahoo.com 08025188726	2006	State Government and CAC
Adolescent Girls Initiative	No 6 Zungeru Road, Off Sani Abacha Way, Sokoto	Hajiya Safiya Tahir Abdullahi	Education and Health	08065334955	2001	State Government and CAC
Centre for People, Health, Peace, and Progress (3ps)	No 1 Abuja Road, Adjacent Cement Quarters	Sister Cecilia M. Esemé	Health, Education, and Social Mobilization	<a href="mailto:Faitclinic2001@Yahoo.Com">Faitclinic2001@Yahoo.Com</a> 08053379627	1999	State Government and CAC
Kwannawa Youth initiative (KYI)		Garba Salihu Abubakar		<a href="mailto:Kyouths2005@Yahoo.Com">Kyouths2005@Yahoo.Com</a> 08077940697		
Rural Women & Youth Development (RUWOYD)	NACRD Bank Building, By-Pass Road, Gidan Dare Sokoto	Abudu Yusuf	Education	<a href="mailto:ruwodydevngo@yahoo.com">ruwodydevngo@yahoo.com</a> 08036190912	1999	State Government and CAC
Women and Youth for Rural Health Development	47 Waziri Maccido Road Sokoto State	Hajiya Laraba Dattijo	Education	<a href="mailto:women4youth@yahoo.com">women4youth@yahoo.com</a> 08038021600	1995	State Government and CAC

Name of CSO	Office Address	Name of Contact Person	Area of Focus	Email/Phone Number	Year Established	Registration Status
Jama'a Community Development Initiative	Plot 35 Mabera Area, Back of Federal Government College, Sokoto	Bello A. Bello	Education, Health, and Community Mobilization	<a href="mailto:jamaasystem@yahoo.com">jamaasystem@yahoo.com</a> <a href="mailto:belloabello@yahoo.com">belloabello@yahoo.com</a> 08035185471	2007	State Government and CAC
Foundation for the Restoration of the Girl Child (FRGC)	EPID UNIT SHS Sultan Abubakar Road, Sokoto	Uche PEO	Education, Health, and Community Mobilization	<a href="mailto:foundation.restoration@yahoo.com">foundation.restoration@yahoo.com</a> , <a href="mailto:ezeobodouche@yahoo.com">ezeobodouche@yahoo.com</a> 08037937770  08077711874	2007	State Government and CAC
Center for Promotion of Maternal and Child Welfare Sokoto	Maryam Abacha Multi-Purpose Center	Aminu Faruk	Education, Health, and Community Mobilization	<a href="mailto:aminufaruk@yahoo.com">aminufaruk@yahoo.com</a> 08065743983	2006	State Government
National Council of Muslim Youth Organizations (NACOMYO), Sokoto	Maikahon Karo Road, Back of Kangiwa Square Sokoto	Nura Attajiri	Education	08038221940	1995	State Government and CAC
Association for Better Community Health (ABECOH)	Government Health Office, adjacent to Specialist Hospital Sokoto	Hajara Muhammad TSHIP	Education and Health	<a href="mailto:hajimomodu@yahoo.com">hajimomodu@yahoo.com</a>		
Media Advocacy for Rapid cChange (MARCH)	C/O CiSHAN Office	Bashir Husaini	Education and Social Mobilization	<a href="mailto:March@conss.net">March@conss.net/</a> <a href="mailto:baaisha@hotmail.com">baaisha@hotmail.com</a> 08036076998		State Government

Name of CSO	Office Address	Name of Contact Person	Area of Focus	Email/Phone Number	Year Established	Registration Status
Age Nigeria		Isah Wakili	Education	07064341187	2004	State Government
Community Center for Family Health and Development (COCFAD)	Emir Yahaiya Road	Ayuba Tijjani	Education	<a href="mailto:cocfad@yahoo.com">cocfad@yahoo.com</a> 08035052939	2006	State Government
Master Trainers Initiative		Abdullahi A. Musa	Capacity Building and Education	<a href="mailto:musaabdulco@yaoo.com">musaabdulco@yaoo.com</a> 08036819844	29/12/2005	State Government and CAC
Centre For Com. Dev. CCD	Western Bypass near Weekly Trust Office	Ibrahim Adamu	Education, Health, and Community Mobilization	08035965517	2006	State Government and CAC
Women Support & Child Development Initiative (WOSDI)	NACRD Bank Building, By-Pass Road, Gidan Dare Sokoto	Aishatu Muh'd Namera	Education	<a href="mailto:wosdi@yahoo.com">wosdi@yahoo.com</a> 08034084790	2010	State Government and CAC
Community Development and Awareness (CODAI)	No. 6 Garba Mohd Road, Sokoto	Ahmed SUBEB	Education	07038225199	2008	State Government
Health and Gender Initiative (HGI)	NO. 14 Weten By Pass Road near Yushau Plaza	Ibrahim Gada	Education and Health	08030965206	1999	State Government and CAC



<b>Name of CSO</b>	<b>Office Address</b>	<b>Name of Contact Person</b>	<b>Area of Focus</b>	<b>Email/Phone Number</b>	<b>Year Established</b>	<b>Registration Status</b>
Iygo Link	Sokoto Road Isa LGA, Isa Town	AbdulRahman Maisalati	Education, Health, and Community Mobilization	08035270170	2005	State Government

## Bauchi

Names of CSO	Office Address	Chief Executive Officer (CEO)	Contact Person	Contact Number	Areas of Program Focus	LGA Mobilization List	Current Funders (Past Three Years)	Year Established	Registration Status
Development Exchange Centre	No. 5 Kaduna Road GRA Bauchi, Box 832, Bauchi	Mr. J. CN	Musa Argungu Muhammed	dexcenter@yahoo.com , www.dexcentre.org, 08036475320, 08088953034	Gender & Women's Empowerment; Microfinance; Governance and Civil Society Activities	All LGAs in Bauchi State	FF, ICA A&P, Action Aid Nigeria, State & LGAs, etc.	1987	CAC
Fahimta Women and Youth Development Initiative	Rimi Close, off Darazo Road, GRA Bauchi	Maryam S. Gar	Maryam S. Gar	<a href="mailto:fawoydi13@yahoo.com">fawoydi13@yahoo.com</a> ; <a href="tel:08036360625">08036360625</a>	Health, Education, Governance	Darazo, Dass, Gamawa, Bauchi, Kirfi, Bogoro, etc.	CIDA, Nigeria, Action Aid, Fed. Min. Of Women Affairs Abuja, community members	2003	CAC
Bege Azare Women Small Ruminant Rearers Cooperative Society	Sule Katagum Road, Federal Medical Centre, Azare	Cordelia K. Dra	Cordelia K. Dra	<a href="mailto:cordedrai@yahoo.com">cordedrai@yahoo.com</a> , <a href="tel:08026284226">08026284226</a>	Community Work, Visitation, Trading and Rearing of Animals	Katagum	Members	1985	CAC and LGA
Federation of Muslim Women Association in Nigeria	Matsango Bye Pass Along LEA Road, Azare	Amina Dahuw	Amina Dahuw	<a href="mailto:fomwanazare@yahoo.com">fomwanazare@yahoo.com</a> , <a href="tel:08069176794">08069176794</a> , <a href="tel:08036257852">08036257852</a>	HIV/AIDS Prevention & Control, Microenterprise, OVC Activities	Shira, Katagum, Giade, Misau, Dambam, Jamaare, Itas	Institute of Human Virology, USAID Markets,	1985	LGA (CAC at National

Names of CSO	Office Address	Chief Executive Officer (CEO)	Contact Person	Contact Number	Areas of Program Focus	LGA Mobilization List	Current Funders (Past Three Years)	Year Established	Registration Status
FOMWAN						Gadau, (and Potiskum in Yobe State)	Members, Angarar Yuguda OVC, Katagum LGA		Level)
Women Empowerment Initiative (WEIN)	No 8, Bappajo Road, Yelwa, Bauchi, P. O. Box 702	T. S. Atiku	Mrs Lydia H. Tsammani	08085177394, weinbnig@gmail.com, 08089050518	Economic Empowerment, Advocacy, Reproductive Health, OVC, WASH, Good governance, Peace Building	Tafawa Balewa, Bogoro, Darazo, Giade, Alkalari, Ningi, Bauchi	NEI Water Aid, Japanese Embassy, Australian High Commission, DFID, RUWASSA, PFD, RTI/LEAD, IHVN, TSHIP	1985	State and CAC
TAMTASS Development Initiative	Tam Tass building Opposite Federal Polytechnic Gate, P. O. Box 1869, Gwallameji, Buachi	Anthony Hassan, 08163437 075	Anthony Hassan, 08163437 075	<a href="mailto:tamtass@yahoo.com">tamtass@yahoo.com</a> , 08035982095	Participatory Budget, Budget Work for Human Development, Budget Monitoring	Bauchi, Bogoro, and Ganjuwa	Open Society Initiative for West Africa; CDAs, State	2005	CAC - 2007
Toro Salama Women Dev Initiatives	No. 3 Kampawul Street, Toro, Toro LGA	Elizabeth J. Arewa	Elizabeth J. Arewa	08037737968, 08029008590	Micro Credit, Water and Sanitation, Skills Acquisition		ADF; Embassy of France Abuja; Australian	1989	CAC - 2010

Names of CSO	Office Address	Chief Executive Officer (CEO)	Contact Person	Contact Number	Areas of Program Focus	LGA Mobilization List	Current Funders (Past Three Years)	Year Established	Registration Status
							High Commission on Abuja		
Forward in Action for Education, Poverty and Malnutrition (FACE PAM)	Murtala Mohammed Way Bauchi	Prof. S. E. Bogoro	Mr Anthony	<a href="mailto:facepam98@yahoo.co.uk">facepam98@yahoo.co.uk</a> ; 08138537817	Democracy & Governance; M&E of Projects and Programs; Health	North East Nigeria	CAC, DFID, FGN	1998	CAC
Adolescent Health, Education and Development Centre	Behind Isa Yuguda FIN Bank House	Usman Abubakar	Sale I. Abdullahi	<a href="mailto:aheadcentre2007@yahoo.com">aheadcentre2007@yahoo.com</a>	OVC, RH, FLHE, Vocational Skills, Good Governance	Bauchi and Other States	USAID NEI, RTI LEAD, OWUK		2006 - CAC, State Ministry of Youth
YMCA	New Kari by-pass	Mr. Friday Achiningu	Simon Karu	<a href="mailto:bauchiymca@yahoo.com">bauchiymca@yahoo.com</a> ; 08035556678	Health, Human Right, Governance, Youth Empowerment	Bauchi State		1976	CAC
Women Development Association for Self-Sustenance, WODASS	Along Tafawa Balewa Road, Dass	Susanat U. J. Zagi	Musa Y. Gindaus	<a href="mailto:wodass@yahoo.co.uk">wodass@yahoo.co.uk</a> , 07085789241, 08032909912	Empowerment, Health, Good Governance, Human Rights	North East Region	RTI LEAD, Water Aid, Action Aid, Africa Development Foundation, CBDD, UNICEF, PFD	1985	CAC

Names of CSO	Office Address	Chief Executive Officer (CEO)	Contact Person	Contact Number	Areas of Program Focus	LGA Mobilization List	Current Funders (Past Three Years)	Year Established	Registration Status
Rahama Women Development Program	Darazo Road, Opposite Saadu Zungur Primary School, Bauchi	Miriam Iliya	Hadiza Musa	<a href="mailto:rahamabauchi2003@yahoo.com">rahamabauchi2003@yahoo.com</a> , <a href="tel:08036199703">08036199703</a> , <a href="tel:08068987501">08068987501</a>	Education, Governance, Health, and Micro Credit	Bauchi State	UNICEF, CDP, CDF, CEDPA, USAID/O. T. I, CBDD, ADF, PFD, VSO, CO MPASS, USAID Market, Irish Emabassy Joint Donor Basket Fund, UNDP/IR PC	1989	CAC - 2004
Centre for Information Technology and Development	Zonal office, Opposite Emirs palace, Azare	Y. Z. Yau	Isa Garba	<a href="mailto:citadev@gmail.com">citadev@gmail.com</a> , <a href="tel:08056180208">08056180208</a> , <a href="tel:08064867312">08064867312</a>	ICT, Good Governance and Education	Bauchi, Kano, Jigawa & Katsina	Pact, RTI LEAD, Federal and State Governments, GEL, etc	1990	CAC
Pioneers Reproductive Health and Youth Association	Behind GDSS Misau, P. O. Box 46.	Sani Lamido	Adamu Ibrahim	<a href="mailto:pioneersassocms@yahoo.com">pioneersassocms@yahoo.com</a> , <a href="tel:08036439566">08036439566</a> , <a href="tel:08038235750">08038235750</a>	Health, OVC, Education	Misau and Katagum zone		2000	CAC

Names of CSO	Office Address	Chief Executive Officer (CEO)	Contact Person	Contact Number	Areas of Program Focus	LGA Mobilization List	Current Funders (Past Three Years)	Year Established	Registration Status
Adolescent Health, and Information Project	No. 560, Ran Road Bauchi	Dr. Uratu Balla	Hajiya Mairo Bello	08022900844, 08055001122	Youth Empowerment, Women's Rights, Health, Sport	Bauchi	USAID, CEDPA, collaboration with other CSOs	1992	CAC
National Council of Women Society	NCWS, Kobi Street, Bauchi	Sheba Seth Yusuf	Mrs. Azumi Bako	08023746644, 08028408062, 08025821994	Health, Women's Rights, Education, Training, Youth Empowerment	Bauchi	Federal Government, State Government	1968	CAC
Civil Society for HIV/AIDS in Nigeria	Scout Complex, Abdulkadir Ahmed Road, Bauchi	J. B. Mohammed	John Jinjiri	<a href="mailto:cishanbauchi@yahoo.com">cishanbauchi@yahoo.com</a>	Training, Health, Education, Youth Empowerment, Women's Rights	Bauchi	08087201885	2003	CAC
Challenge Your Disability Initiative (CYDI)	No. 6, Joly Nyame Crescent, Bauchi	Ayoola Alabi	Hajiya Hauwa Isa Yuguda	<a href="mailto:info@cydi.org">info@cydi.org</a>	Disability, Education, Health, Human rights, youth empowerment	Bauchi	0807310066, 08073100664	2007	CAC
Layasa Center for Societal Development	No. 21 Powa Shoping Complex Bauchi	Muhammad B. Lawal	Mubarak mohammed	<a href="mailto:mbk1965@yahoo.com">mbk1965@yahoo.com</a> , 08030414812	Education, Health, and Governance	Bauchi	Macarthur Foundation, BACATM A, Unicef	2009	CAC
RHISA	Beside Dolphin Maria Secondary School	Dr. Ahmed Fanti	Kingsley Kamaku	07036204991 '08039725939 rhisaorg"yahoo.com	Empowerment, Peace, & Health, Youth Empowerment, Training,	Bauchi	USAID/ NEI, UNICEF, Action Aid,		Local Government and CAC

<b>Names of CSO</b>	<b>Office Address</b>	<b>Chief Executive Officer (CEO)</b>	<b>Contact Person</b>	<b>Contact Number</b>	<b>Areas of Program Focus</b>	<b>LGA Mobilization List</b>	<b>Current Funders (Past Three Years)</b>	<b>Year Established</b>	<b>Registration Status</b>
	Bauchi				Human Rights, Governance		NACA		
Support for Initiative for Vulnerable Women and Children (SIVWOC)	No. 1 Gubi Dam Junction Bauchi	Fatima Gambo	Aminu Abubakr	08036331531	OVC Support on Education and Health and Women's Empowerment	Bauchi State	BASOVC A	2008	CAC
African Community and Health Initiative (ACE-Hi)	Behind Dabo Farms Murtala Mohammed way Bauchi	John Abu	John Abu	08069660463 08030481846 ace_hi@rocketmail.com	Education, Youth Empowerment, Good Governance, and Community Health	Bauchi State			CAC and State
Maranata Development Resource Center	Reinsurance Building Bauchi State	Ray Maina	Magdiel Mikailu		Education, Sanitation, Health, Youth Empowerment and Governance	Bauchi State	CAN, UNICEF, BACATM A, DFID	2008	CAC
Association of Ophans and Vulnerable Children in Nigeria	Opp. State Low Cost Bauchi	Maikudi Grace	Paul Sanuel	08069650211	Education, OVC, Health	All LGAs in Bauchi State		2008	CAC
Bauchi State Network of Civil Society Organisations (BASNEC)	No. 3 Bafarawa Road GRA Bauchi	John Jingiri	John Jingir	08035318270	Education, Health, Governance, and Youth Empowerment	All LGAs in Bauchi State	UNICEF, USAID, RTI,	2011	CAC

## Annex B. CSO Survey Instrument

### CIVIL SOCIETY ORGANIZATION (CSO) CAPACITY MAPPING QUESTIONNAIRE (CMQ)

Name of Organization:

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Date of observation:

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Person(s)/Title Met:

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Contact Numbers:

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ASSESSMENT CRITERIA		RESPONSE	SOURCE DOCUMENT(S)	RATING (0-5)
FINANCIAL AND ADMINISTRATION ASSESSMENT				
1.	When was the organization formed? Please provide date			
2.	Is the organization registered?			
3.	Does the organization have legal standing and authority to engage in the activities it supports?			



ASSESSMENT CRITERIA		RESPONSE	SOURCE DOCUMENT(S)	RATING (0-5)
4.	Does the organization have partnerships with other NGOs, public or private entities?  (List names of organizations given)			
5.	Does the organization have a governing board that is meeting frequently?			
6.	Is there an organizational chart? (collect a copy)			
7.	How many staff members are there in the organization?			
8.	How many employees are in the Accounting Department?			
9.	List the Accounting Department positions and key responsibilities of each. (Collect job descriptions separately, if available.  Can refer to list in Org. chart, if available. Otherwise list positions)			

ASSESSMENT CRITERIA		RESPONSE	SOURCE DOCUMENT(S)	RATING (0-5)
10	What are the qualifications and background of the accountant/bookkeeper?  (Certificate, degree, masters, PhD. Refer to CVs provided, if available. Otherwise list here)			
11	What are specific training needs for accounting staff?			
12	Is there adequate separation of the duties between positions so that one individual does not have control over an entire financial transaction?			
13	Are the accounting records computerized?			
14	List which accounting records are kept.			
15	Can the accounting system separate revenue and expenditures by			

ASSESSMENT CRITERIA		RESPONSE	SOURCE DOCUMENT(S)	RATING (0-5)
	award/contract/funding source?			
16	Do accounting entries have supporting documentation?			
17	Is documentation attached to vouchers?			
18	Does the organization use pre-numbered vouchers?			
19	Does the organization have a system to track advances?			
20	Does the advance system ensure that advances are properly accounted for and liquidated?			
21	Are employee/travel/other advances repaid and reconciled in a timely manner?			
22	Is there an organized filing system for maintaining all project documents?			
23				

ASSESSMENT CRITERIA		RESPONSE	SOURCE DOCUMENT(S)	RATING (0-5)
	Briefly describe how the accounting records are maintained.			
24	Are timesheets or attendance records kept for all paid personnel?			
25	Does the organization maintain a listing of fixed assets?			
26	Are monthly bank reconciliations performed in a timely manner?			
27	Which banks does the organization conduct bank transactions through in Nigeria?			
28	Where are unused, void, or returned checks stored?			
29	Does the organization perform a periodic analysis of actual vs. budgeted expenses?			
30	Does the organization have insurance for project inventory and/or assets?			

ASSESSMENT CRITERIA		RESPONSE	SOURCE DOCUMENT(S)	RATING (0-5)
31	Does the organization perform a physical inventory count of equipment on a regular basis?			
32	What projects has the organization managed in the last three years?  Include all current projects as well			
33	Does the organization have audited financial statements?			
34	How are unallowable expenditures identified and treated in the accounting records?			
35	Is the storage facility locked at all times?			
36	Is there a guard on duty at the storage facility?			

ASSESSMENT CRITERIA		RESPONSE	SOURCE DOCUMENT(S)	RATING (0-5)
37	Does the organization have adequate controls to ensure that obsolete/expired commodities are not distributed?			
38	Does the organization use stock registers for commodities, equipment, and supplies?			
39	Has the organization managed sub-recipients under projects?  Please give example(s)			
40	List the general services/activities that the organization currently provides?			
41	How will the organization promote community participation if awarded a grant?			

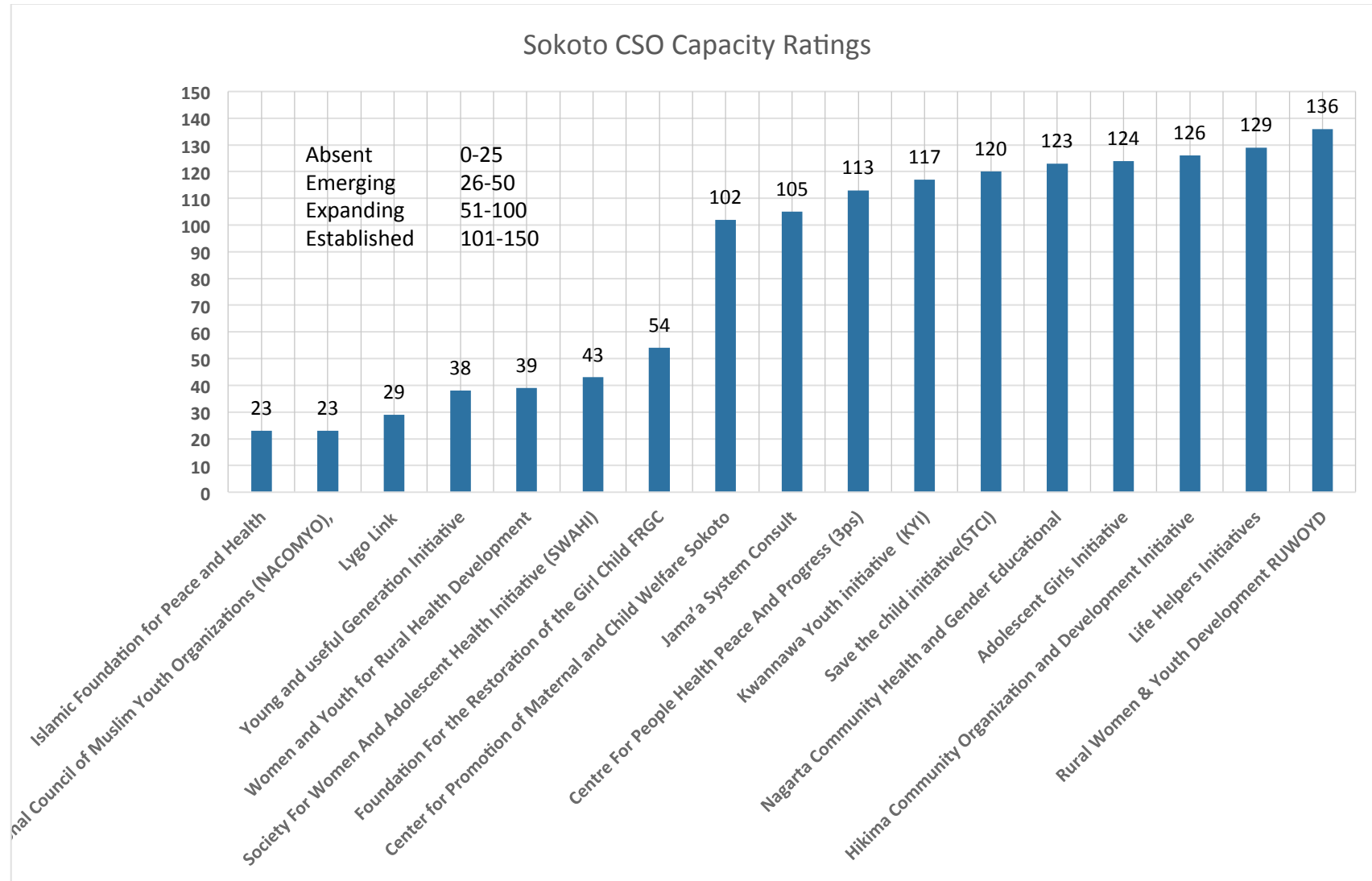
ASSESSMENT CRITERIA		RESPONSE	SOURCE DOCUMENT(S)	RATING (0-5)
PROGRAMMATIC ASSESSMENT				
42	<p>How many professional/technical staff members are there in the organization?</p> <p>(Refer to the org chart, if available, or list here.</p>			
43	<p>Has the organization collaborated with other NGOs/FBOs on previous projects?</p> <p>If Yes, list names here.</p>			

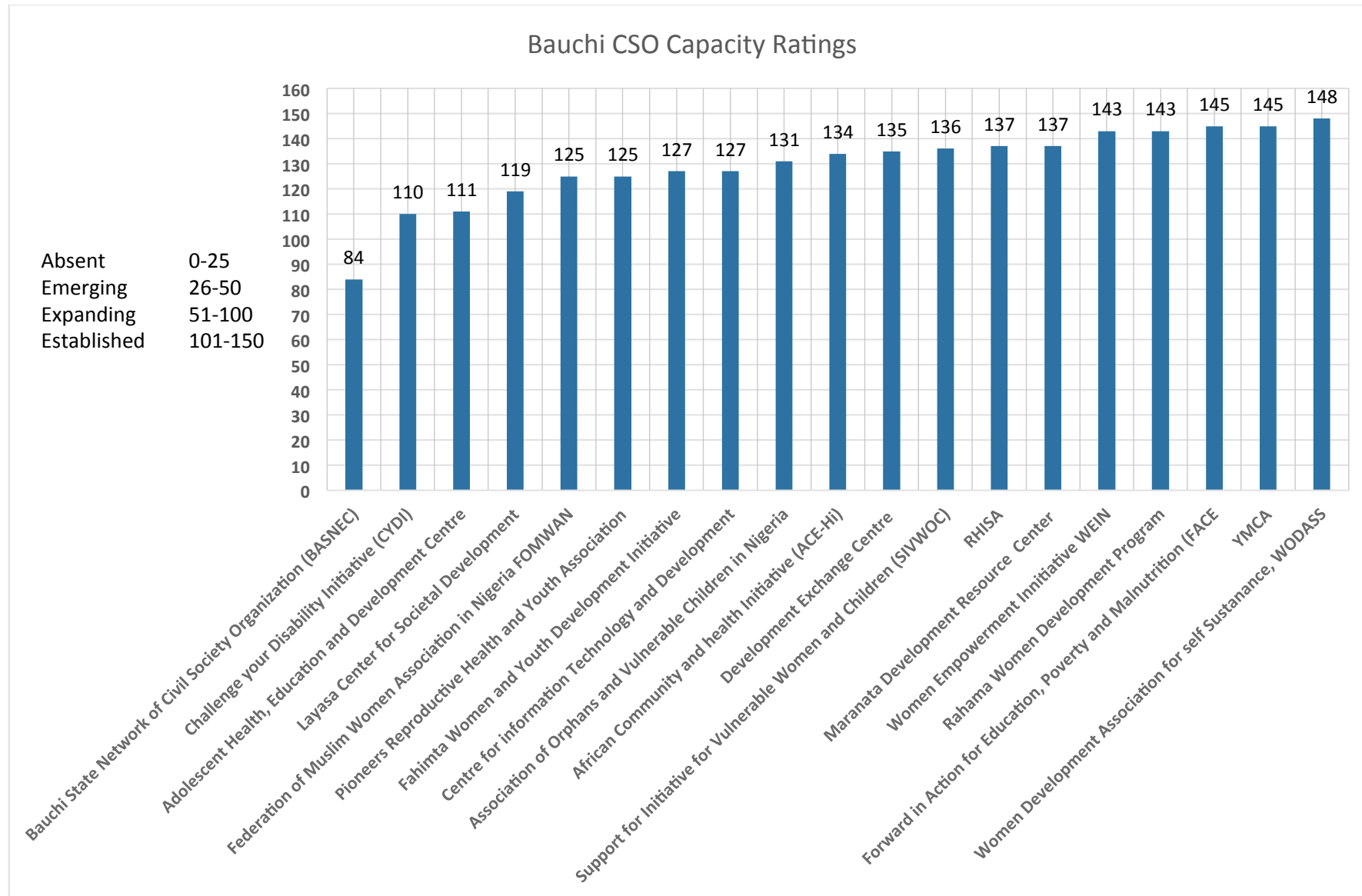
ASSESSMENT CRITERIA		RESPONSE	SOURCE DOCUMENT(S)	RATING (0-5)
44	List any formal training that the organization's technical staff members have received in the past three years.			
45	Does the organization have a strategic plan?			
46	Is there a monitoring and evaluation plan for the organization in place?			
47	Are there established data collection and reporting mechanisms for the organization?			
48	Is the organization able to monitor performance-based indicators?			
49	Are there established procedures for processing project data?			



ASSESSMENT CRITERIA		RESPONSE	SOURCE DOCUMENT(S)	RATING (0-5)
50	Are there established mechanisms for interpreting and discussing results?			

## Annex C. CSO Overall Capacity Scores





## Annex D. CSO Scores by Skill Set/ Technical Area


### Bauchi State

	MANAGEMENT CAPACITY	ADMINISTRATION CAPACITY	HUMAN RESOURCES CAPACITY	FINANCIAL CAPACITY	PROGRAMMATIC CAPACITY	M&E CAPACITY	TOTAL	Capacity Status
Bauchi State Network of Civil Society Organization (BASNEC)	7	9	14	34	13	7	84	Expanding
Challenge your Disability Initiative (CYDI)	11	13	19	43	15	9	110	Established
Adolescent Health, Education and Development Centre	11	13	16	47	15	9	111	Established
Layasa Center for Societal Development	12	15	16	48	18	10	119	Established
Federation of Muslim Women Association in Nigeria FOMWAN	11	14	22	52	18	8	125	Established
Pioneers Reproductive Health and Youth Association	12	15	22	58	18	6	125	Established
Fahimta Women and Youth Development Initiative	11	13	20	52	16	15	127	Established
Centre for information Technology and Development	12	12	21	56	16	10	127	Established
Association of Orphans and Vulnerable Children in Nigeria	9	13	24	54	19	12	131	Established
African Community and health Initiative (ACE-Hi)	12	12	19	57	18	16	134	Established
Development Exchange Centre	12	14	22	56	17	14	135	Established
Support for Initiative for Vulnerable Women and Children (SIVWOC)	12	15	17	58	18	16	136	Established
RHISA	12	15	23	61	18	8	137	Established
Maranata Development Resource Center	12	14	23	59	18	11	137	Established
Women Empowerment Initiative WEIN	12	15	22	59	17	18	143	Established
Rahama Women Development Program	12	15	24	60	18	14	143	Established
Forward in Action for Education, Poverty and Malnutrition (FACE PAM)	12	15	21	61	18	18	145	Established
YMCA	12	15	22	60	18	18	145	Established
Women Development Association for self Sustenance, WODASS	12	15	24	61	18	18	148	Established

## Sokoto State

	MANAGEMENT CAPACITY	ADMINISTRATION CAPACITY	HUMAN RESOURCES CAPACITY	FINANCIAL CAPACITY	PROGRAMMATIC CAPACITY	M&E CAPACITY	Total	Capacity Status
Islamic Foundation for Peace and Health	5	2	1	11	4	0	23	Absent
National Council of Muslim Youth Organizations (NACOMYO), Sokoto	0	3	6	10	4	0	23	Absent
Lygo Link	7	3	1	12	5	1	29	Emerging
Young and useful Generation Initiative	9	8	6	11	4	0	38	Emerging
Women and Youth for Rural Health Development	8	6	6	8	8	3	39	Emerging
Society For Women And Adolescent Health Initiative (SWAHI)	6	7	8	16	5	1	43	Emerging
Foundation For the Restoration of the Girl Child FRGC	10	7	8	16	7	6	54	Expanding
Center for Promotion of Maternal and Child Welfare Sokoto	11	12	17	44	10	8	102	Established
Jama'a System Consult	11	13	13	42	14	12	105	Established
Centre For People Health Peace And Progress (3ps)	12	15	12	49	15	10	113	Established
Kwannawa Youth initiative (KYI)	12	15	17	48	16	9	117	Established
Save the child initiative(STCI)	12	14	16	57	14	7	120	Established
Nagarta Community Health and Gender Educational Empowerment (NCHANGE)	11	13	23	57	16	3	123	Established
Adolescent Girls Initiative	11	14	20	53	10	16	124	Established
Hikima Community Organization and Development Initiative (HCOMDI)	9	14	19	60	13	11	126	Established
Life Helpers Initiatives	12	15	15	60	18	9	129	Established
Rural Women & Youth Development RUWOYD	12	14	21	60	16	13	136	Established

## Annex E. Ratings Guide and Assessment Grid



USAID

NIGERIA

NIGERIA READING AND ACCESS RESEARCH ACTIVITY (RARA)

CSO CAPACITY RATING GUIDE AND ASSESSMENT GRID

RATING SCORE		CAPACITY STAGES	CAPACITY DESCRIPTORS	DECREASING CAPACITY	CAPACITY RATINGS	RATING CODE		CAPACITY ASSESSMENT GRID	INCREASING CAPACITY
0 - 25		ABSENT	No Source Documentation or Reference Procedure Available		CSO is in the earliest stages of development i.e. earliest stages of competence or non-existent	0		No clear vision articulated, limited expression , documentation or procedure non-existent. There is a clear need for capacity strengthening.	
25 - 50		EMERGING	Non-Standard Documentation or Procedure(s)		CSO is developing some capacity structure i.e. non-standard documentation or procedures are in place e.g. functions inconsistently.	1		Lacks clarity and limited understanding present with emerging competence i.e. documentation and procedures are rarely referred to. Only a basic level of capacity in place.	
51 - 100		EXPANDING	Reliable Alternative Documentation or Procedure(s)		CSO has track record of functioning capacity structure with reliable alternative documentation(s) or procedures(s) in place.	2		Clear expressions, documents and procedures are routinely adopted for use i.e. to direct actions and clarify priorities. Documentation and procedures can be scaled up or replicated across multiple project activities. Moderate level of capacity in place.	
101 - 150		ESTABLISHED	Official Standard Documentation or Procedure(s)		CSO possesses functional and established standard documentation and procedure processes in place i.e. extensive network systems.	3		Broad application of capacity competence, promotes sustainability, consistently used yto direct action and review program activities i.e. creates synergy across projects. Documentation and procedures have been replicated or scaled up for multiple project activities. High level of capacity in place.	

## Annex F. Data File Guidance Notes



### **NIGERIA READING AND ACCESS RESEARCH ACTIVITY (RARA)**

#### **INTRODUCTION**

The Reading and Access Research Activity (RARA) CSO Capacity Assessment Mapping Matrix (CAMP) is an organization level assessment tool developed to summarize the core competencies of selected Civil Society Organizations (CSOs) in Sokoto and Bauchi States. The tool identifies areas of capacity strengths and challenges identify capacity strengths for selected CSOs and should be adopted as a learning instrument for continuous capacity improvements as well as a guiding document for the formation of capacity building plans or organizational training plans.

#### **CAPACITY STUDY STAGES**

The RARA Capacity Assessment Study will be implemented in four (4) stages outlined below.

1. Mobilize and Design - CSO Capacity Study Instrument Pilot , review feedback from field test, design consolidated CSO capacity assessment database , develop CSO capacity study rating guide and assessment grid; and finalize RARA CSO capacity assessment study questionnaire.
2. Conduct Capacity Study - Develop CSO Study Field Schedule, Update selected CSO Profiles, Administer RARA CSO Capacity Study Questionnaire (CSQ) questionnaire using the capacity rating guide and capacity assessment grid..
3. Data Review, Cleaning and Entry - Review assigned ratings for administered capacity assessment questionnaires for selected CSOs in Sokoto and Bauchi States.

4. Summarize and Interpret Results - Develop final harmonized CSO capacity study report (Sokoto and Bauchi)

## **CIVIL SOCIETY ORGANIZATION (CSO) SELECTION CRITERIA**

For the purpose of conducting a capacity assessment of CSOs in Sokoto and Bauchi States, RARA selected a total of fifty (50) CSOs in Sokoto and Bauchi States i.e. Twenty-Five (25) CSOs in each State using the following selection criteria i.e.

1. Civil Society Organizations (CSOs) engaged in the education sector.
2. CSOs duly registered with the Corporate Affairs Commission (CAC) in Nigeria.
3. CSOs with focused efforts on primary education.
4. Have programmatic experience with Early Childhood Care and Education (ECCE).
5. CSOs with sound financial management practice(s).

After a finalized list of CSOs was developed from the application of the above selection criteria, RARA proceeded to conduct a further review of shortlisted CSOs in both States. This was done using the Capacity Mapping Questionnaire (CMQ), Capacity Rating Guide (CRG) and the Capacity Mapping Matrix (CMM) respectively. CSOs were primarily reviewed based on the following:

1. Review of current programs
2. Review of management and organizational structure
3. An assessment of staff numbers, qualifications and skills
4. Effective documentation systems and source documents



## INSTRUCTIONS FOR COMPLETING THE CAPACITY STUDY QUESTIONNAIRE

The RARA Capacity Assessment Mapping Matrix (CAMP) provides a consolidated database of summary competencies for selected CSOs in Sokoto and Bauchi States. The guidance note provides an outline of the different tabs are located at the bottom of the screen .The CAMP also provides a capacity rating guide to be used by the team to inform the capacity assessment of selected CSOs across core competency areas (i.e. used with the RARA Capacity Study Questionnaire (CSQ). The core capacity assessment areas are outlined below i.e.

1. Financial Assessment: : Review the capacity of organizational systems for financial accountability to propagate the effective use of resources and embed transparency for program activity implementation.
2. Programmatic Assessment: Review the capacity of the organization to effectively document, monitor, assess, and respond to internal as well external Monitoring and Evaluation (M&E) functions to meet donor reporting requirements.
3. Administrative Assessment: : Review the capacity of the organization to implement key organizational, programmatic functions for the conduct of general administrative processes.
4. Management Assessment: Review existing governance structure for program planning, including the incorporation of organization mission statements in the development as well as review of strategic plans.
5. Human Resources: Review existing capacity to the establishment of updated Human Resources (HR) policies, structures and systems for the fair treatment and development of employees

## WHO SHOULD COMPLETE THE RARA CSO CAPACITY STUDY?

The CSO Capacity Study will be completed by the RARA access team with the State Research Coordinators (i.e. Sokoto and Bauchi) leading the data collection effort. Further support will be provided by the RARA Chief of Party (COP) and Monitoring and Evaluation (M&E) Advisor based on the developed field schedule for the exercise. The administration of the Capacity Study Questionnaire (CSQ) will be done by the RARA team with representatives of each CSO present i.e. management, accountant and M&E personnel present during the data collection exercise.

During the administration of the CSQ, the assessor will assign individual ratings to each outlined assessment section based on the RARA CSO Study rating guide represents the organization. Afterwards, the M&E Advisor will review the collated CSQs for each assessed CSO in both States before the commencement of data entry i.e. the CSO study adopts a team approach to improve validity and reduce individual biases. Data entry of administered CSQs will be done by the M&E Advisor into the consolidated CSO Capacity Study database and hard copies retained for each entry retained for both States.

The updated consolidated RARA CSO Capacity Study database will be made available to the team, for onward review and discussion. A summary CSO capacity assessment report will be harmonized and prepared for onward submission by the team.